

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Galaxy Desserts

Corporation for Manufacturing Excellence (Manex)

#### Galaxy Desserts Increases Production Levels with Continuous Process Improvement Initiatives

##### Client Profile:

Galaxy Desserts (Galaxy) is the worldwide leader in individual desserts, developing, manufacturing, and distributing company-branded and private-label high-end croissants, mousses, tarts, cheesecakes, and other unique dessert items through direct sales and retail channels. The company's business is comprised of three segments - retail, food service and catalogue sales, and their desserts are distributed in all 50 states. Some of Galaxy's largest customers are Whole Foods, Williams-Sonoma and Neiman Marcus. The company employs 125 people at its facility in Richmond, California.

##### Situation:

Galaxy's rapid and continuing growth had resulted in a recent move to a new production facility, and the company anticipated expanding its manufacturing facility footprint, and associated production lines, further into adjacent space. The executive team was interested in beginning deployment of continuous improvement initiatives as a precursor to its planned expansion and as a foundation for employee knowledge and skills to drive its continued growth and profitability. More specifically, Galaxy wanted to explore operational improvement opportunities in its croissant line and packaging areas, and asked the Corporation for Manufacturing Excellence (Manex), a NIST MEP network affiliate, to assist with identifying and implementing those opportunities while concurrently providing comprehensive training of their employees.

##### Solution:

Manex used a proven, tailored approach designed to maximize production efficiency and quality, and to involve production personnel to the greatest extent possible in order to transfer knowledge and enable continuous improvement. The team focused specifically on the existing croissant line and existing packaging area/team to drive high-impact results within two critically important areas to the company's overall business performance. The Galaxy Desserts' tailored approach included Value Stream Mapping (VSM), initial implementation, follow-up, and workforce development support. Value Stream Mapping: Manex performed high-level mapping and flowcharting of the croissant line and packaging areas to analyze the flow of materials and information currently required to produce the croissants. Manex gained active assistance and participation from the supervisors and production team to ensure all employees working in these areas gained real time learning of the approach used to identify improvements in the line and production cycle. Manex captured the end-to-end process flow with value add and non-value add activities clearly identified. Through in-depth analysis and synthesis of the value stream, areas of improvement were highlighted within the processes. A future state map was also developed to depict the vision for the production line.

Initial Implementation and Tuning: Based on recommendations resulting from the VSM effort, Manex and the Galaxy team conducted an initial implementation of the new processes and procedures to drive optimization in the croissant line and packaging areas. A kickoff session was conducted for all

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departmental employees who would potentially be impacted by the process modifications, to ensure they clearly understood the changes being implemented. Performance was measured both before and after the implementation to track expected improvements in the processes. During the implementation, the Manex team provided trouble shooting efforts and modified the processes based on real-time experiences of the team. This fine tuning maximized the results.

**Follow Up:** Approximately 2 weeks after the completion of the initial implementation of the process improvements to the croissant line and packaging areas, the Manex team performed an on-site evaluation to assess the efficacy of the implemented recommendations. The team provided additional modifications and recommendations based on this assessment.

**Workforce Development Support:** Throughout the phased approach, Manex conducted in-depth training of the teams to ensure ongoing process improvements could be independently performed by the Galaxy team. This workforce development program included VSM methodology and implementation training and supervisory and leadership training to develop general and advanced management skills.

As a result of these continuous improvement initiatives, Galaxy Desserts has dramatically increased production levels within the croissant line. With improved operational flow and production personnel fully trained, the Galaxy team can more effectively meet their profitability and growth objectives.

#### **Results:**

- \* Increased throughput by 100 percent.
- \* Reduced per unit cost by 20 percent.
- \* Changed the layout to improve flow.

#### **Testimonial:**

"By working with Manex, we have made significant improvements in our processes that have resulted in our ability to double production in our croissant line. With our processes optimized and a team fully trained, we now have an efficient manufacturing operation that is ready to achieve the product volumes necessary to delight and satisfy our customers."

Jean-Yves Charon, Co-Founder